



By BG Temple, Commander NAD

Regional teams fortify our future

The North Atlantic Division is where the Corps performed its first mission. During the Revolutionary War, George Washington received word that the British were coming to invade and authorized the first unofficial Corps engineer to establish fortifications in New York. Shortly after, other defenses along the northeast would be successfully established to protect our new nation.

As we begin the 21st Century, the Corps continues to respond to national requirements to successfully fortify our American way of life and our organization. In recent years, we received word from our customers that they didn't always feel like part of the team.

In response, the Corps established USACE 2012, a new way of doing business that includes the customer together with Corps counterparts to form more effective teams. The North Atlantic Division has shown that this can be a win-win situation for the Corps and our customers, as well as fortify our future.

USACE 2012

USACE 2012 is encouraging us to work more like a business and less like a hierarchical organization. Traditionally, we have worked primarily as stand alone elements. Now we are working more as regional teams composed of members from many districts, other divisions and our customers. This doesn't mean employees are being relocated to form these teams. Instead, we are working virtually through the use of various communication technologies.

North Atlantic Division

These regional teams are fully supported by Regional Business Centers that are operated by each of the Corps eight Divisions and headquarters. The North Atlantic Division's regional business center supports its six districts that include -- New England District, New York District, Philadelphia District, Baltimore District, Norfolk District and Europe District.

The division has 3,926 employees that perform civil works and military missions as well as environmental, support for others and emergency response services for 62 million people in the northeast United States and 51 other countries.

Even before the USACE 2012 initiative, the North Atlantic Division had been forming regional teams and we continue to show that teamwork works.

Federal Creosote Superfund Site

The North Atlantic Division has the largest Superfund program in the Corps, over 50% of all program funding. The Federal Creosote Superfund Site Project in Manville, New Jersey is one of several large-scale superfund projects NAD's New York District has collaboratively with the Environmental Protection Agency's (EPA) Region II. The \$175 million project involves the cleaning up of creosote that has contaminated the soil and groundwater of a 50-acre residential and commercial property.

The project delivery team includes the NAD's New York District, as lead, Philadelphia District, Baltimore District, as well as support from other districts, divisions as well as the customer, EPA Region II.

Corps Benefits

"In the initial forming of our project delivery team we wanted to tap the expertise of the New York District Real Estate office, but they were occupied with other critical projects," said Gene Urbanik, New York District, Acting NJ Area Engineer.

"We needed depth and flexibility and decided to work with other NAD districts. For instance, we were able to use the services of the Baltimore District Real Estate office, who were able to supply us staff. Without this capability we wouldn't have been able to efficiently relocate area residents, which would in turn have delayed the project."

Customer Benefits

"EPA and the project delivery team created a cost tracking system to keep on top of the project's budget," said John Frisco, who manages the Superfund program for EPA Region II.

"Keeping track of our budget has become very important, especially in the last few years as the national demand for Superfund monies has exceeded the available program budget. This useful system was created successfully and promptly, in large part, due to the knowledge and expertise of the team members. The system has not only helped monitor costs at Federal Creosote, but has also served as a boilerplate for other joint EPA/Corps Superfund projects."



Front Row, Left To Right: Rich Puvogel, EPA RPM; John Frisco, EPA Director; Mandeep Talwar, USACE Project Engineer; Major General Robert Griffin, USACE Deputy Commander; Brigadier General Merdith Temple, USACE NAD Division Commander; Gene Urbanik, USACE Acting NJ Area Engineer; Colonel Richard Polo, Jr., District Engineer; Gamal Awad, USACE Engineering Technician; Angelo Antzoulis, USACE Program Manager.

Back Row, Left to Right: CPT Steve Sattinger, USACE NAD; LTC Reed, USACE Executive Officer; Farrell McMillan, New England District; Neal Kolb, Acting Environmental Resident Engineer; John Sasson, NJ Area Engineer (deceased).

Explosive Research and Development Loading Facility, Picatinny Arsenal

The North Atlantic Division designs and builds facilities to improve the readiness for the Army. North Atlantic Division's New York District is constructing an Explosive Research and Development Loading Facility at Picatinny in New Jersey that will give Picatinny Arsenal a high-tech consolidated complex where new technologically advanced explosives can be researched and developed. Presently, Picatinny is performing this work in substandard facilities sporadically located throughout the installation.

The project delivery team includes NAD's New York District, as lead, Europe District, Norfolk District and the customer, Picatinny.

Corps Benefits

"This project is a one-of-a-kind research and development facility that required staff with special knowledge and experience of explosives, explosive safety design, and requirements to support the user's mission function," said Jeffrey Frye, New York District, Project Manager for the Explosive Research and Development Loading Facility. He continued, "Having the flexibility to pick and choose team members from other districts enabled us to get the region's best people with the right expertise."

Customer Benefits

“I was concerned at first about the quality of the project when I learned the Corps planned to utilize team members from around the world, “ said Joseph Christiano, Energetics & Warhead Group.

“However, I quickly realized that the team members from the other Corps districts possessed extensive knowledge and expertise in designing this research & development facility that will process secondary high explosives.”

He added, “The entire team communicated well and we were able to capture all the mission critical requirements of the daily functions of the Energetics and Warheads group that will occupy the new facility. We are early in the design stage but look forward to working in our new facility.”



PICTURED LEFT TO RIGHT -- Daniel Lee (COE Resident Engineer), Heather Durr (COE Project Engineer), Joseph Christiano (Picatinny Facility End-User), Vinod Kapoor (Picatinny Master Planner), Jeffrey Frye (COE Project Manager).

Former Raritan Arsenal

The North Atlantic Division performs environmental cleanups under the Defense Environmental Restoration Program. One of these projects is the Former Raritan Arsenal Project in Edison, New Jersey. The former arsenal’s missions included the transshipment, storage, renovation and salvaging of ordnance and military vehicles. After the arsenal’s closure in 1961, the site was cleaned in 1963, but some areas were still contaminated with conventional, high explosive ordnance, chemical warfare agents and hazardous and toxic waste. For the Department of Defense (DoD), NAD’s New York District is managing the environmental soil and groundwater investigations and clean ups at the site. Recently, the team has been evaluating groundwater contamination and its potential impact on indoor air quality in buildings (including 3 child daycare centers) on the site.

The project delivery team includes NAD's New York District, as lead, New England District, Baltimore District, other district offices from other divisions and the customer, The U.S. Department of Defense.

Corps Benefits

"Because of the flexibility of having regional teams we were able to find the best group of people to work on this project," said Jim Moore, Project Manager, New York District.

He continued, "Since the New York District is not an HTRW (Hazardous, Toxic and Radioactive Waste) design district, New England District has provided design support for the former Arsenal project team since the early 1990's. As new challenges were encountered the team was augmented with experts from the Baltimore District as well as districts from other divisions. The collaboration of multi-district project delivery team in the field of vapor intrusion, has allowed us to develop an indoor air evaluation process (first for the Corps) and determine the potential health impacts."

Customer Benefits

"The DoD has described the team's success in its Annual Report to Congress, which is an indicator they are pleased with the work being performed. As a regional team we are using these funds economically. We are using the funds to pay for the work to be done with a blend of in-house and contractor forces. So we are making the best use of our customer's funds," said Moore.



Left: Jim Kelly, team leader and Rosemary Schmidt, engineer.

Tacony Warehouse Demolition and Site Restoration (BRAC-Military)

The North Atlantic Division performs environmental restoration projects under the Base Realignment and Closure Program. One of these projects is Baltimore District's Tacony Warehouse Demolition and Site Restoration (BRAC-Military) in Philadelphia, Pennsylvania.

This project consisted of the demolishing of two major warehouses and various out buildings. Restoration of the site included the excavation and disposal of soils and construction debris contaminated with Trichloroethylene/Perchloroethylene solvents.

A project delivery team included NAD's Baltimore District, as lead, Philadelphia District, various field offices, along with customer representatives from the Fort Dix BRAC Office, BRAC Atlanta Office and the Fort Myer Garrison Commander.

Corps Benefits

Regular team communication made this project a success. "Weekly meetings with all team members allowed the team to resolve issues in a timely fashion and continue moving forward while adjusting to overcome the challenges discovered during the project," said Roger A. Moore, Baltimore District, Project Manager.

Customer Benefits

It was this communication among the team members that helped us to meet the needs of the customer. "This team used open and continuous communication to keep the customer's objectives paramount to their own, and resulted in accomplishing stated objectives while overcoming additional environmental challenges as they were discovered during the demolition," said Moore.



Pictured left to right -- Gerald Bresee, Tim Peck, Col. Robert J. Davis, Jr. (Baltimore District Commander), Roger A. Moore, Carol Bostwick, Larry Piazza and Gerald Pollis.

Renovation of Building 345, First Floor, U.S. Army Hospital, Wuerzburg, Germany

The North Atlantic Division designs, builds and maintains facilities to improve the living conditions for Army and Air Force personnel at home and abroad. One of the military programs the Europe District is heavily involved with is construction for the Medical and Dental Command. The renovation of the first floor of the U.S. Army Hospital, Wuerzburg, Germany will help bring the facility up to the Medical and Dental Command standards and Federal regulation standards, while also being aesthetically pleasing.

The project delivery team included NAD's Europe District, Philadelphia District and the customer, the Medical and Dental Command.

Corps Benefits

"I was backlogged with millions of dollars worth of MIPRS. By absorbing an individual from Philadelphia District we got projects out, got task orders issued and construction began in a timely fashion," said Frank Gonzales, project manager, Europe District's Installation Support Branch.

He continued, "The Philadelphia District was instrumental in completing the upcoming renovation of the first floor of the U.S. Army Hospital in Wuerzburg, Germany. "They spearheaded this and completed 90 percent of the work. It provided excellent support to the Installation Support Branch which in turn supports the customer."

Customer Benefits

"Regionalization at the US Army Corps of Engineers is a successful concept that has provided my organization with efficiently-produced and effective solutions to problems that typically require specialized expertise ... such as clean room design for a pharmaceutical sterile preparation application," said Mark Wentink, Program Manager, U.S. Army Medical Department Activity, Wuerzburg.

"I can see a benefit in it to because the Corps is able to pull in someone who may have specialization in an area that I needed," said Wentink



Robert Griggs back home at the Philadelphia District, was an integral part of the Europe District project delivery team for the first floor renovations at the U.S. Army Hospital, Wuerzburg.



Frank Gonzales, project manager, Europe District.

Former Nansemond Ordnance Depot

The North Atlantic Division performs environmental clean up projects under the Formerly Used Defense Sites (FUDS) program that cleans up properties formerly owned, leased, possessed, or used by the military services.

One of these projects is the Norfolk District's Former Nansemond Ordnance Depot (FNOD) in Suffolk, Virginia. In 1987, crystalline TNT was found at FNOD. The site

would later be added to the National Priorities list of contaminated sites. The Corps is performing this estimated \$125.5 million clean up.

The project delivery team includes NAD's Norfolk District, Baltimore district and the customer, the U.S. Army.

Corps Benefits

"There are many benefits of a joint district team. The broader team brings subject matter experts with past experience and establishes personal relationships together to deal with regulatory questions and challenges, as well as differing perspectives and a greater selection of alternatives when looking for options, said George Mears, Acting Project Manager.

Customer Benefits

"I believe that the success of the FNOD team has been the vision of all the participants to essentially act as one, integrated team," said Rob Thomson RPM for the Environmental Protection Agency.

He added, "The ultimate benefits of a well run project extend to the customer. At FNOD, decisions are being reached and work completed sooner than would otherwise be possible by using the broader team experience and expertise and avoiding many of the pitfalls prevalent in any complex project."



Key community stakeholders join property owners to tour cleanup efforts at the Former Nansemond Ordnance Depot in Suffolk, Va. Site cleanup at the Formerly Used Defense Site (FUDS) is managed by the Norfolk District.

Why form regional teams?

As described in the previous project examples there are many benefits for both the Corps and our customers to working in regional teams because they:

- **Produce better projects** – Having the flexibility to tap the best people for the job from several districts ensures a better quality project for the customer.
- **Save money** - When you have the right people on the job projects are produced correctly from the start and money is not wasted on correcting problems.
- **Save time** - because our organization is working more vertically and laterally rather than hierarchically, project issues are resolved early on in the project process.
- **Improve employee skills** – Team members are exposed to the expertise of their fellow members, which enhances their own skills.
- **Share lessons learned** – Team members share lessons learned with one another that benefit present and future projects.
- **Provide support system** – Team members that temporarily leave projects, for personal or other reasons, are supported by other skilled members that can step in for them.
- **Improve customer communication** – Since customers are team members there is improved communication with them that helps the Corps better meet their needs.
- **Sustains Core Capability** – When you have the expertise from several districts this reduces the need to hire from the outside and keeps the work in-house.

Regional teams are our future

We face new challenges in the coming years and like in the past we will respond to them to fortify our organization. Our new way of doing business will help us do this. Regional teams will enable us to:

- **Work with a limited 2006 budget** - Regional teams composed of skilled experts are economical. The team resolves problems early in the process. In addition, the team eliminates the need to hire from the outside because all of the expertise needed for the project is within the team.
- **Sustains core capabilities** – Regional teams composed of skilled experts sustains our core capabilities. When the team possesses all of the expertise there is no need to hire assistance from the outside keeping the work in-house. In addition, when the customer is a part of the team we are improving our relationship with them,

which ensures we are meeting their needs and will be their first choice for future collaborations.

For more information about NAD's regional team efforts, please contact JoAnne Castagna at joanne.castagna@usace.army.mil